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**MOS 3371B Management Accounting for Decision Making**  
**Course Outline: January 2015 (Winter Term)**

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**Course Information:****Instructor, Class Location and Time:**

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## MOS 3371B Sections:

Class Section	Days	Start Time	End Time	Bldg and Room	Instructor
200	Wednesday	2:30 pm	4:30 pm	SSC 3022	Butler
201	Wednesday	12:30 pm	2:30 pm	WL 258	Butler
650	Online				Butler

**EMAIL TO INSTRUCTOR:** Please use the email subject line to clearly identify the topic of your email.

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 for any specific question regarding an accommodation. More information about “Accessibility at Western” is available at: <http://accessibility.uwo.ca>

**Calendar Description**

Management accounting to support the decision-making process in both profit and non-profit organizations. Topics covered include relevant costs for short-term decisions, long-term investment decisions and management control systems.

**Antirequisite(s):** [Business Administration 3307K](#), [4407Q/R/S/T](#), [MOS 3372](#)

**Prerequisite(s):** [Business Administration 2257](#) and enrollment in third or fourth year of BMOS, Honors Specialization in Urban Development or Music Administrative Studies (MAS).

**Corequisite(s):**

**Pre-or Corequisite(s):**

**Extra Information:** 3 lecture hours, .5 course.

Senate Regulations state, “unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.”

**Textbook**

Garrison/ Chesley/Carrol/Webb, Managerial Accounting, 9<sup>th</sup> Canadian edition, McGraw Hill Ryerson, 2012  
ISBN-10: 007040189-6

Management Accounting MOS 3371B Custom Publication for Western University, 2014  
Available at bookstore.

**Course Objectives, Learning Outcomes and Format****Course Objectives:**

The course objective is to teach students to become competent users of accounting data and to fully integrate their understanding of basic transactions, profits, cost behavior, relevant costs and control systems into their analysis of business problems.

Regardless of career objectives, all students will have to deal with some form of accounting information in their day-to-day activities. The task of this course is to ensure a thorough understanding of the nature and behaviour of costs so that this type of information can be positively incorporated into the decision making framework.

**Learning Outcomes:**

Distinguish between relevant and irrelevant costs in decision making. Analyze various short-term decision situations. Add/drop a product or service; make or buy decisions; special orders and utilizations of a constrained resource.

Evaluate the acceptability of an investment project (Long-Term) using various analytic methods on an after-tax basis – Net Present Value (NPV), Internal Rate of Return (IRR), and Discounted Payback. Perform sensitivity analysis for capital budgeting projects.

Evaluate Management Control Systems (MCS) for Profit organizations and Non-Profit organizations. Assess the efficiency and effectiveness of the MCS in place. Determine appropriate type of responsibility centre. Assess performance evaluation in place for motivating managers to achieve overall company goals and objectives. Evaluate strategic planning and budgeting programs.

**Evaluation:**

<b>Date</b>	<b>% of Course Grade</b>
<u>Mid-Term Exam</u> : Saturday, February 7 1:00-4:00 (3 hours) Chapter 12 plus Appendix A Short Term Decisions Chapter 13 plus Appendix A, B Capital Budgeting	<b>40%</b>
Final Case Exam: TBA Management Control Systems	<b>45%</b>
Participation – Please see details below	<b>15%</b>

**Participation:**

Participation is a key element to success in this course. Our online learning environment is to be a positive environment where everyone should feel comfortable asking and answering questions. Please use this environment to ask any questions you have and to discuss topics with other classmates. There will be a combination of discussion boards, question and answer forums and various opportunities for you to present material to other students. All students are expected to stay up to date with course readings and other material so that they are able to participate effectively in online discussions.

Please note that OWL provides the instructor detailed statistics regarding each student's activity level in all areas of the course site. Participation will be assessed according to the following two elements:

**1. Helping Oliver (10%):** we will have a 'cartoon' student named Oliver joining our class. He has just finished taking 3370 but is fairly new to accounting and will be requiring a lot of help. He will be asking questions and looking to you for answers. Your mark in this section will be based on you answering his questions and discussing his questions with your classmates. The quality of your answers is just as important, if not more important than the quantity.

**2. Weekly Summary Sheet (5%):** you are required to prepare a weekly summary sheet due every Friday except when stated otherwise (10 Summary Sheets in total). Each sheet will be a summary of what you have learned during the week. It should contain concepts and definitions that you see as important. Each sheet should not exceed one page. The primary reason for these sheets is to help you stay up to date with your work and to help you focus on what is important. Creating these sheets should also help you study for the exams. Your mark in this section will be based on you completing and submitting these sheets every week and on time. No marks will be given for late submissions. Each sheet is worth 0.5% for a total of 5%. Don't wait until Friday to construct your sheet, start right away adding to it every time you work on new material. That way it will already be finished and ready to submit come Friday.

**Closed book examinations. Dictionaries are NOT allowed into the examinations.**

**Only non-programmable calculators will be allowed into the exams.** If you are unsure, please ask your professor to check your calculator.

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text and Custom Publication. Exams will not be returned to students but may be reviewed in the instructor's office.

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this. Extra assignments to improve grades will **NOT** be allowed.

Exams will be scored using the program Scan Exam which examines the answer sheets for unusual coincidences in the pattern of answers given which may be indicative and used as supporting evidence of cheating.

Grades will **not** be adjusted on the basis of need. It is important to monitor your performance in the course.

Remember: *You* are responsible for your grades in this course.

## University Policy Regarding Illness

### Illness

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, **in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.**

**Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested.** These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy [<http://www.uwo.ca/univsec/handbook/general/privacy.pdf>].

**Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s).** Academic accommodation may include extension of deadlines, waiver of attendance

requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

**Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)**

**A form to be completed by off-campus physicians is available at:**

**<http://counselling.ssc.uwo.ca/forms/medicalNote.pdf>**

Whenever possible, students who require academic accommodation should provide notification and documentation **in advance of due dates, examinations**, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

### **Make Up Examinations**

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counselling office).

### **Attendance**

It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

### **University Policy on Cheating and Academic Misconduct**

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre, (519) 661-3573.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

### **Procedures For Appealing Academic Evaluations**

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Assistant Program Director or Designate of the BMOS program. If the response of the Assistant Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

### **Student Responsibilities**

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

### **Support Services**

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca> Student Support Services (*including the services provided by the USC listed here*) can be reached at: <http://westernusc.ca/services/> Student Development Services can be reached at: <http://www.sdc.uwo.ca/>

Students who are in emotional/mental distress should refer to Mental Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.”

### **Other Issues**

#### **Grade Policy**

The DAN Program has a grade policy which states that for courses in the 3000-4000 range, the class average must fall between 70% and 75% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Assistant Director or Director. Class averages are not grounds for appeal.

#### **Short Absences.**

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

#### **Extended Absences.**

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

**Academic Concerns.**

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

**Important Dates: (2015)**

January 5	Winter/Spring term classes begin
January 13	Last day to add a second-term half course
January 15	Last day to receive applications for Diploma programs offered through The Western Centre for Continuing Studies
January 31	Deadline to apply for relief against a final grade in a first-term course
February 16-20	Reading Week
March 3	First day for web registration for summer evening and spring/summer distance studies
March 5	First day for web registration for Intersession
March 7	Last day to drop a second-term half course, without academic penalty
March 10	First day for web registration for summer day courses
April 3	Good Friday
April 8	Winter/Spring session classes end
April 9, 10	Study days
April 11-30	Final examination period
April 30	Last day to receive applications for graduation: Spring convocation

**Other Information**

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

**For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: <http://www.uwo.ca/univsec/handbook/>**

## Tentative Assignment Schedule .....Changes may be made.

WEEK	ASSIGNED WORK (OTHER ITEMS MAY BE ADDED)	EXTRA
1 Jan 5-9	<b>Chapter 12: Short-Term Decisions</b> Problems 12-23 and 12-24  <b>Custom Book: Liner Programming (Owl)</b>	
2 Jan 12-16	<b>Chapter 12: Short-Term Decisions</b> Exercises 12-13 and 12-15; and 12A-5  <b>Custom Book: Link Company (Owl)</b>	Problems 12-19
3 Jan 19-23	<b>Chapter 13 &amp; Appendix 13A &amp; B: Capital Budgeting</b> Problems 13-16 and 13B-4  <b>Custom Book: Capital Budgeting &amp; Sensitivity (Owl)</b>	Appendix 13A (time value of \$\$)  Problem 13-29
4 Jan 26-30	<b>Chapter 13 &amp; Appendix 13A &amp; B: Capital Budgeting</b> Problem 13-28 (assume CCA = 20% and Tax = 40%) Include sensitivity. Think about how cash flows would need to increase in order to make this project profitable. Would adding more years help?  <b>Custom Book: Canada Company Case</b>	
5 Feb 3-7	<b>Custom Book: Kitchen Supply Company</b>  This is a review case, for preparation for Saturday exam.	
<b>Mid-Term Exam: Saturday, Feb 7, 1:00-4:00 pm Location to be provided.</b>		
<b>Short-term &amp; Long-term Decisions</b> <b>Chapters 12, 12A,13, 13A &amp; 13B including Linear Programming</b>		
6 Feb 9-13	<b>Custom Book: Outline for Management Control Systems</b>  <b>Custom Book: Chapter 22 Management Control</b>  <b>Chapter 11: Responsibility Centres (pages 484-485)</b>  <b>Custom Book: Responsibility Centre Problems</b>	
<b>Feb 16-20</b>	<b>READING WEEK: No classes this week.</b>	
7 Feb 23-27	<b>Chapter 11: Transfer Pricing (pages 485-492)</b> Problems 11-23 and 11-30  <b>Chapter 11: Balanced Scorecard (pages 500-505)</b> Problem 11-35	C11-38
8 Mar 2-6	<b>Custom Book Case: Transfer Pricing/Responsibility Centre Case: Shuman Automotive</b>  <b>Custom Book: Chapter 23 –Control &amp; Process</b>	
9 Mar 9-13	<b>Custom Book Case: Transfer Pricing Case: Zumwald</b>  <b>Chapter 11: ROI-RI (pages 492-500)</b>  <b>Custom Book: Investment Centre Problems</b>	

10 Mar 16-20	<b>Custom Book Case: Performance Measurement Case (ROI/RI): Industrial Electronics</b> <b>Custom Book: Chapter 24: Strategic Planning and Budgeting</b>	
11 Mar 23-27	<b>Custom Book Case: Budget Case: Vershire Company</b> <b>Custom Book: Issues in Non-Profit Organizations</b>	
12 Mar 30- Apr 3	<b>Custom Book Case: Not for Profit Case: Carleton Fire Department</b> <b>Custom Book Case: Sampson Electric Limited</b>	
Apr 6 , 7	Catch-up and Review	
April 8, 9	Study Days	
TBA	Final Exam: Management Control Systems – Case Final Exam Period: April 11 – 30	